

Minutes of the Meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, October 26, 2018 at the hour of 9:00 A.M. at 1900 West Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chair Hammock called the meeting to order.

Present: Chair M. Hill Hammock and Directors Mary Driscoll, RN, MPH; Ada Mary Gugenheim; Emilie N. Junge; David Ernesto Munar; Heather M. Prendergast, MD, MS, MPH; Robert G. Reiter, Jr.; Mary B. Richardson-Lowry; Layla P. Suleiman Gonzalez, PhD, JD; and Sidney A. Thomas, MSW (10)

Absent: Vice Chair Hon. Jerry Butler (1)

Additional attendees and/or presenters were:

Mohammed Abu Realh – Associate Nurse Executive,
Hospital-Based Services
Ekerete Akpan – Chief Financial Officer
Orlando Brown – Cook County Bureau of Human
Resources
Douglas Elwell – Deputy Chief Executive Officer,
Finance and Strategy
Charles Jones – Chief Procurement Officer

James Kiamos – Chief Executive Officer, CountyCare
Jeff McCutchan –General Counsel
Barbara Pryor –Chief Human Resources Officer
Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Chief Executive Officer
Vince Waller – Cook County Bureau of Human
Resources
Ronald Wyatt, MD – Chief Quality Officer

II. Employee Recognition

Dr. John Jay Shannon, Chief Executive Officer, recognized employees for outstanding achievements. Details and further information is included in Attachment #6 - Report from the Chief Executive Officer.

III. Public Speakers

Chair Hammock asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

- | | |
|---------------------|-------------------|
| 1. Angela Walker | Registered Nurse |
| 2. George Blakemore | Concerned Citizen |

IV. Board and Committee Reports

A. Minutes of the Board of Directors Meeting, September 28, 2018

Director Richardson-Lowry, seconded by Director Junge, moved the approval of the Minutes of the Board of Directors Meeting of September 28, 2018. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

B. Human Resources Committee Meeting, October 18, 2018

- i. Metrics (Attachment #1)
- ii. Meeting Minutes, which included the action items as listed under closed meeting Agenda Item VIII(C)

Director Thomas and Barbara Pryor, Chief Human Resources Officer, provided an overview of the metrics and meeting minutes. The Board reviewed and discussed the information.

During the discussion of the metrics regarding the Hiring Snapshot, Director Prendergast inquired whether metrics that account for the time required to process credentialed positions can be provided. Ms. Pryor responded affirmatively. Director Richardson-Lowry inquired whether the administration has done a comparative analysis, given the vacancy number, against other comparable systems. Ms. Pryor responded that this has not been previously done, but it is a good idea.

The Board took action on this item following the adjournment of the closed meeting.

Director Richardson-Lowry, seconded by Director Thomas, moved the approval of the proposed Amendment to the Personnel Rules contained within the Minutes of the Human Resources Committee Meeting of October 18, 2018, as amended. THE MOTION CARRIED UNANIMOUSLY.

Director Richardson-Lowry, seconded by Director Thomas, moved the approval of the Minutes of the Human Resources Committee Meeting of October 18, 2018. THE MOTION CARRIED UNANIMOUSLY.

C. Managed Care Committee Meeting, October 18, 2018

- i. Metrics (Attachment #2)
- ii. Meeting Minutes

Director Thomas and James Kiamos, Chief Executive Officer of CountyCare, provided an overview of the metrics and meeting minutes. The Board reviewed and discussed the information.

Director Junge, seconded by Director Driscoll, moved the approval of the Minutes of the Managed Care Committee Meeting of October 18, 2018. THE MOTION CARRIED UNANIMOUSLY.

D. Finance Committee Meeting, October 19, 2018

- i. Metrics (Attachment #3)
- ii. Meeting Minutes, which include the following action items and report:
 - Contracts and Procurement Items (detail was provided as an attachment to this Agenda)

Director Reiter presented the Meeting Minutes for the Board's consideration. Ekerete Akpan, Chief Financial Officer, reviewed the Metrics, and Charles Jones, Chief Procurement Officer, provided a brief overview of the contractual requests that were considered at the Finance Committee Meeting. It was noted that there are no requests pending review by Contract Compliance.

Chair Hammock requested that the Finance Committee receive sometime in the first quarter a more detailed presentation on the pension situation.

IV. Board and Committee Reports

D. Finance Committee Meeting, October 19, 2018 (continued)

During the discussion of the revenue cycle metrics, Chair Hammock stated that one (1) more metric is needed, regarding the percentage of claims that are never collected. Director Thomas noted that the Board approved several contracts to help the organization with that; at some point in the future, he requested that the Committee receive a report on the impact of the contractors' efforts.

Director Thomas, seconded by Director Richardson-Lowry, moved the approval of the Minutes of the Meeting of the Finance Committee of October 19, 2018. THE MOTION CARRIED UNANIMOUSLY.

E. Quality and Patient Safety Committee Meeting, October 19, 2018

- i. Metrics (Attachment #4)
- ii. Meeting Minutes, which included the following action items and report:
 - Proposed initial appointment of one (1) Stroger Hospital Division Chair
 - Medical Staff Appointments/Reappointments/Changes, as amended
 - Minutes of the September 21, 2018 Quality and Patient Safety Committee Meeting, as amended

Director Gugenheim and Dr. Ronald Wyatt, Chief Quality Officer, provided an overview of the metrics and meeting minutes.

Director Driscoll, seconded by Director Thomas, moved the approval of the Minutes of the Quality and Patient Safety Committee Meeting of October 19, 2018. THE MOTION CARRIED UNANIMOUSLY.

V. Action Items

A. Contracts and Procurement Items (Attachment #5)

These items were discussed during the consideration of Board Agenda Item IV(D).

Director Richardson-Lowry, seconded by Director Prendergast, moved the approval of request numbers 1 and 2 under the Contracts and Procurement Items. THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections IV, V and VIII

VI. Report from Chair of the Board

Chair Hammock and the Board recognized and thanked Director Junge for her hard work and dedication as a member of this Board for the past four (4) years. She has been a tireless advocate for the promotion of behavioral health services and has challenged this organization to do more, be aggressive and come up with better solutions.

VII. Report from Chief Executive Officer (Attachment #6)

Dr. Shannon provided an update on several subjects; detail is included in Attachment #6.

A. Strategic Plan Update (Attachment #7)

Dr. Shannon provided an overview of the Strategic Plan Update, which included information on the following subjects:

- Strategic Planning Objectives
- Mission and Vision
- Leverage Focus Areas in Impact 2020
- Strategic Planning Activities by Phase
- Impact 2020 Timeline
- Timeline and Next Steps
- Impact 2020 Status
- Appendix

Following the presentation of the information, Director Richardson-Lowry stated that, from experience, because it can be an arduous process, she encourages the Directors to read the materials in advance of the meetings when possible; it might help with the questions that inevitably surface. Director Munar stated that, in the timeline, he would like to encourage the administration to think about a place to engage partners.

Chair Hammock stated that, by Ordinance, this should be a 5-year plan. The first one was for 5 years, but when he and Dr. Shannon started down this path, he was insistent that, in his experience, 5-year plans spend most of their time on the bookshelf, and are rarely implemented with any seriousness. Because he and Dr. Shannon did not want to do that, they cut it at 3 years for the current Strategic Plan, because that is about as far forward as one can see; it allows for the setting of tactical targets and goals to meet, and makes the whole conversation more likely to occur. He and Dr. Shannon want to do that again with the upcoming strategic plan, and they want to make it something that works.

VIII. Closed Meeting Items

A. Claims and Litigation

B. Discussion of personnel matters

C. Human Resources Committee Meeting Minutes of October 18, 2018, which include the following action items:

- Proposed Collective Bargaining Agreements with:
 - Service Employees International Union, Local 1 (SEIU Local 1), representing Fireman & Oilers
 - Service Employees International Union, Local 73, CTW/CLC (SEIU Local 73) representing Service and Maintenance Employees
 - Service Employees International Union, Local 73, CTW/CLC (SEIU Local 73) representing Technicians
 - Service Employees International Union, Local 73, CTW/CLC (SEIU Local 73) representing Technologists
 - Service Employees International Union, Local 73, CTW/CLC (SEIU Local 73) representing Health Care Professionals
 - Teamsters Local 700, representing Stroger Hospital Sergeants employees

VIII. Closed Meeting Items (continued)

- Fraternal Order of Police, Labor Council Lodge 238, representing Police Officers located at CCHHS
- National Nurses Organizing Committee (NNOC) representing Nurses at CCHHS
- House Staff Association of Cook County, representing all postgraduate-level physicians and dentists (interns, residents and fellows)
- American Federation of State, County, and Municipal Employees (AFSCME), Council 31, AFL-CIO, Locals 1111, 1178 and 1276, representing Health Facilities
- Proposed amendments to CCHHS Personnel Rules, as amended

D. Proposed request to negotiate and execute an agreement for the acquisition of property to be utilized by CCHHS for medical and dental offices (recommended for approval at the Finance Committee Meeting on August 23, 2018)

Director Richardson-Lowry, seconded by Director Driscoll, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(5), regarding “the purchase or lease of real property for the use of the public body, including meetings held for the purpose of discussing whether a particular parcel should be acquired,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” 5 ILCS 120/2(c)(12), regarding “the establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals, or for the discussion of matters protected under the federal Patient Safety and Quality Improvement Act of 2005, and the regulations promulgated thereunder, including 42 C.F.R. Part 3 (73 FR 70732), or the federal Health Insurance Portability and Accountability Act of 1996, and the regulations promulgated thereunder, including 45 C.F.R. Parts 160, 162, and 164, by a hospital, or other institution providing medical care, that is operated by the public body.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chair Hammock and Directors Driscoll, Gugenheim, Junge, Munar, Prendergast, Reiter, Richardson-Lowry, Suleiman Gonzalez and Thomas (10)
Nays: None (0)
Absent: Vice Chair Butler (1)

VIII. Closed Meeting Items (continued)

THE MOTION CARRIED UNANIMOUSLY and the Board convened into a closed meeting.

Chair Hammock declared that the closed meeting was adjourned. The Board reconvened into the open meeting.

Director Richardson-Lowry, seconded by Director Thomas, moved the approval of the proposed request to negotiate and execute an agreement for the acquisition of property to be utilized by CCHHS for medical and dental offices. THE MOTION CARRIED UNANIMOUSLY.

IX. Adjourn

As the agenda was exhausted, Chair Hammock declared that the meeting was ADJOURNED.

Respectfully submitted,
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
M. Hill Hammock, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Requests/Follow-up:

- | | |
|------------|---|
| Request: | Request made to receive metrics that account for the time required to process credentialed positions. (Page 2) |
| Follow-up: | Follow-up regarding the System's vacancy number – look into doing a comparative analysis against other comparable systems. (Page 2) |
| Follow-up: | Request made to receive a more detailed presentation sometime in the first quarter on the pension situation. (Page 2) |
| Follow-up: | Request made to receive a report on the impact of contractors' collection efforts. (Page 3) |

Cook County Health and Hospitals System
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ATTACHMENT #1

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resources Metrics for CCHHS Board Of Directors October 26, 2018

**Barbara Pryor
Interim Chief Human Resources Officer**



COOK COUNTY HEALTH
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QUARTERLY METRICS



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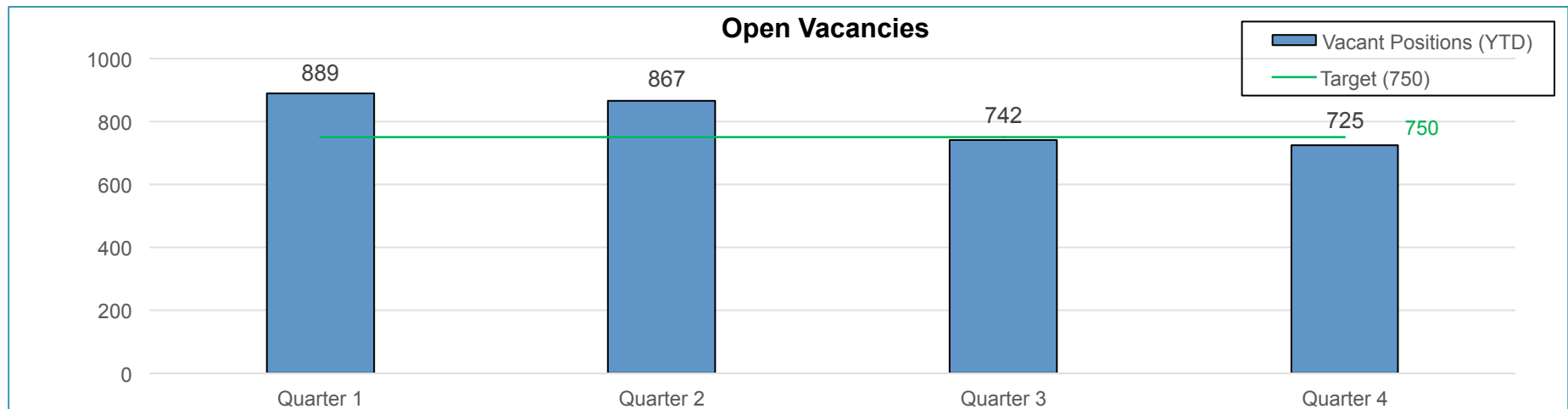
CCHHS Board of Directors | 10/26/2018

CCHHS HR Activity Report - Open Vacancies

Goal: Continue to maintain open vacancies at 750 or ≤

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	
Vacancy Number:	836	899	901	889	896	877	867	879	792	742			725
Add Separations:	91	32	30	42	29	27	38	19	30	29			367
Less External	28	30	42	35	48	37	26	41	37	46			370
Vacancies Filled:													
Less Deleted:	0	0	0	0	0	0	0	65	43	0			108
													3*
FY18 TOTAL:	899	901	889	896	877	867	879	792	742	725			Net New



FY17: Thru 09/30/2017 Separations (373) & External Hires (435) = 62 Net New

FY18: Thru 09/30/2018 Separations (367) & External Hires (370) = 3 Net New

*Budget Changes: 108 FY18 positions were deleted, which caused a decrease in the Net New number:
 3 Net New, Less 108 Deleted = 3 Net New.

FY18 data is through 09/30/2018

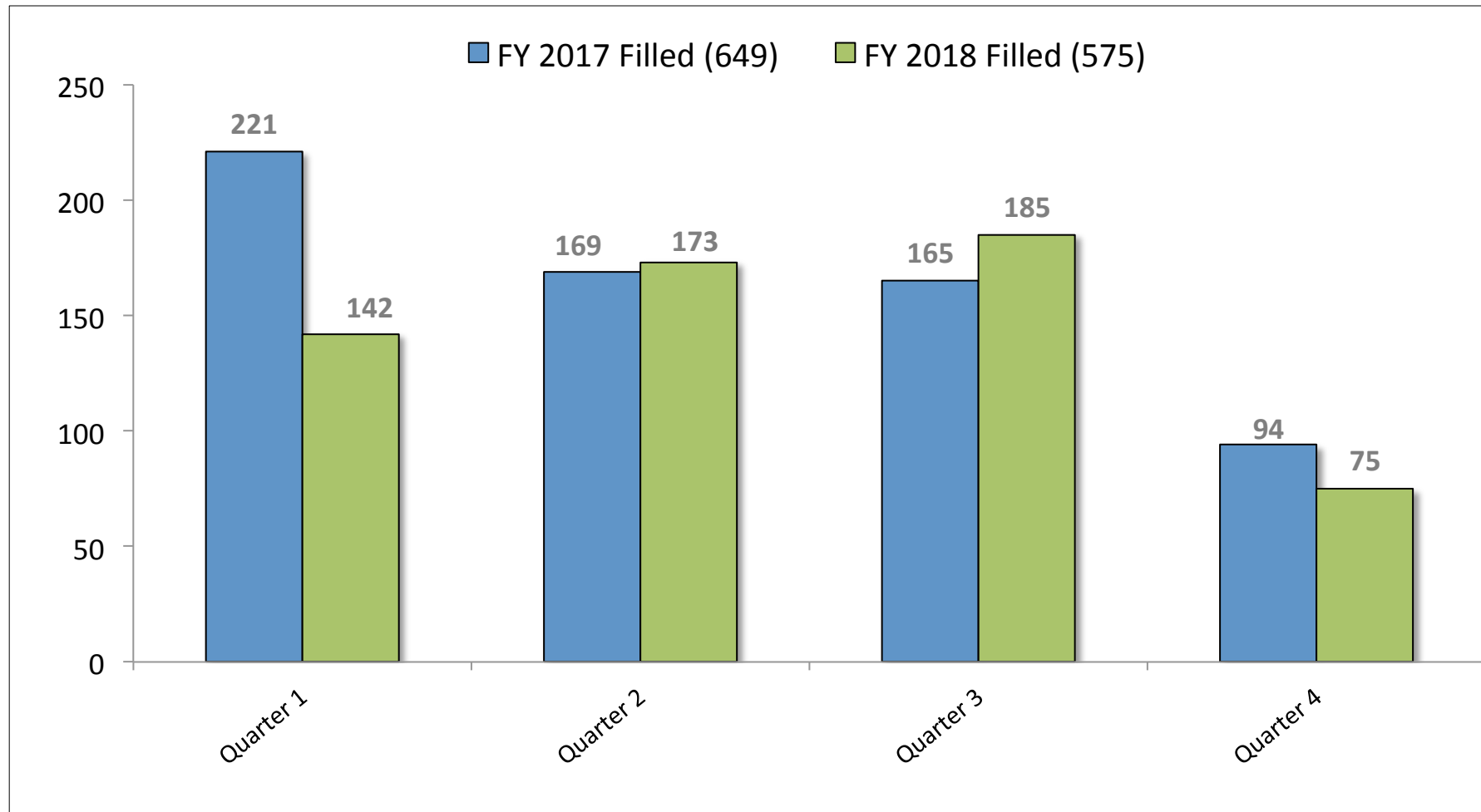


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Hiring – Filled Positions

Thru 09/30/2018



FY18 data is through 09/30/2018

Does not include Consultants, Registry and House Staff

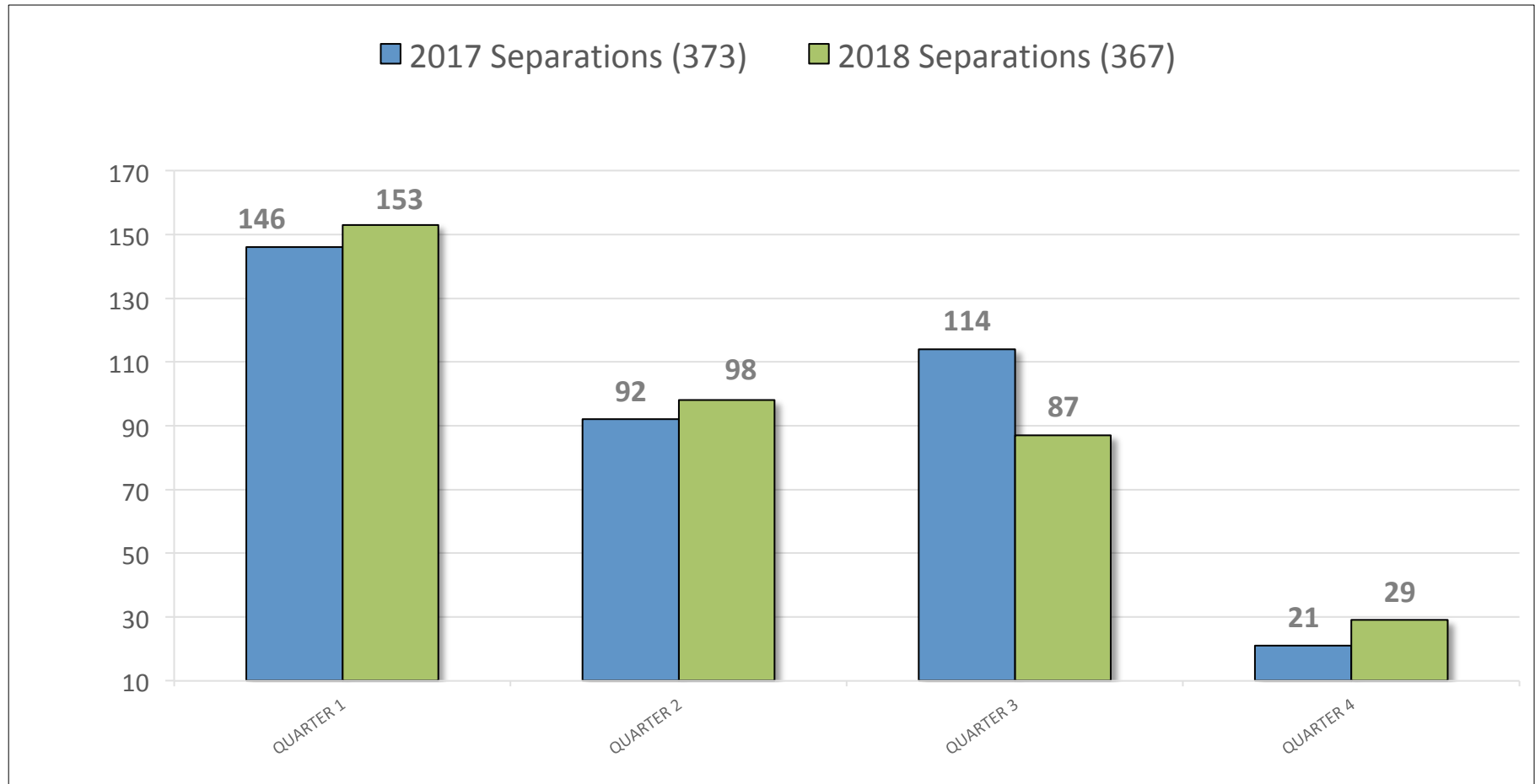


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CCHHS HR Activity Report – Separations

Thru 09/30/2018

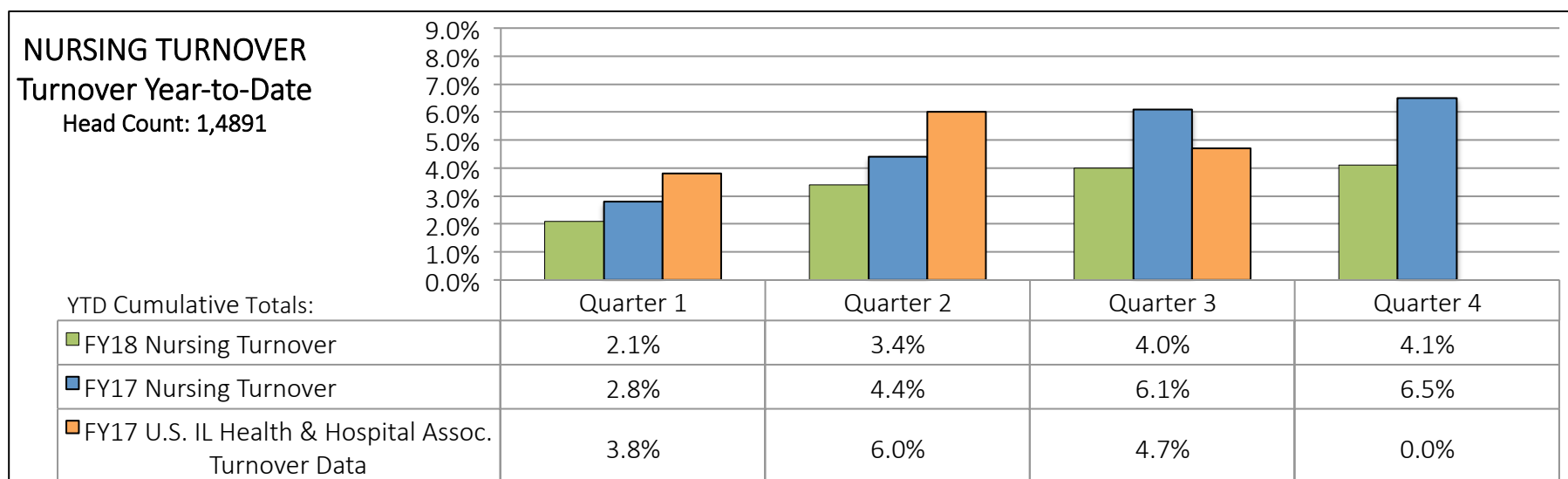
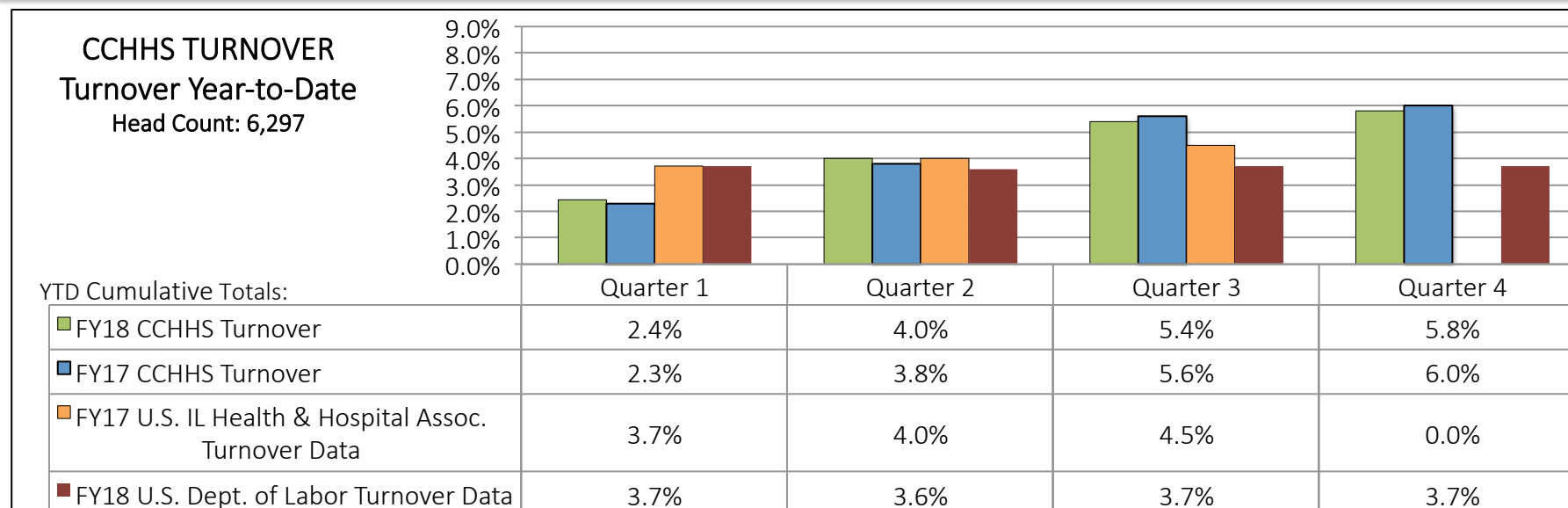


FY17: Thru 09/30/2017 Separations (373) & External Hires (435) = 62 Net New

FY18: Thru 09/30/2018 Separations (367) & External Hires (370) = * 3 Net New

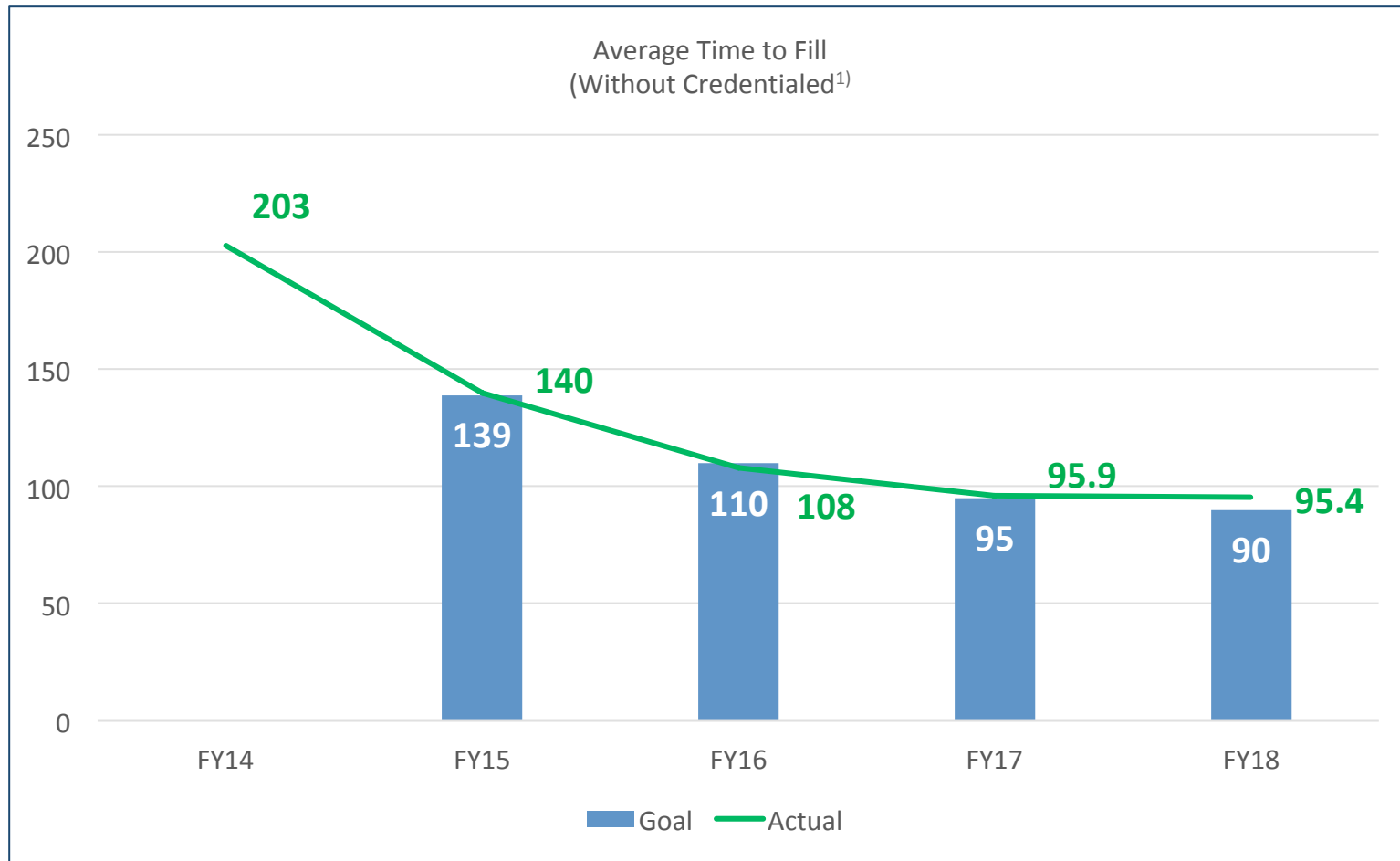
*Budget Changes: 108 FY18 positions were deleted , which caused a decrease in the Net New number: 3 Net New

CCHHS HR Activity Report – Turnover



Impact 2020 – CCHHS HR Strategies

Improve/Reduce Average Time to Hire

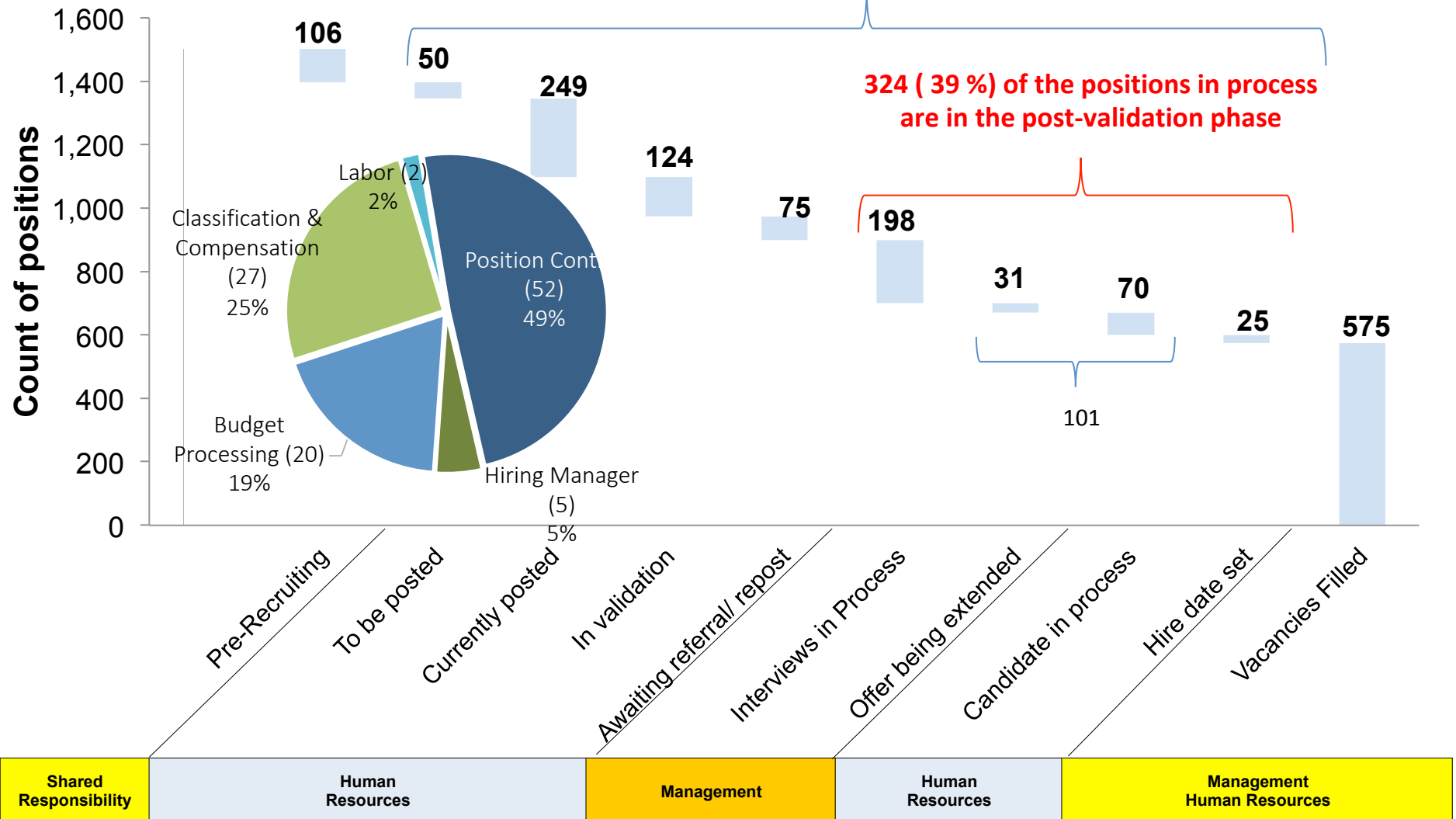


CCHHS HR Activity Report – Hiring Snapshot

Thru 09/30/ 2018

822 Positions in process

Clinical Positions – 584 / 71%
Non-Clinical Positions – 238 / 29%

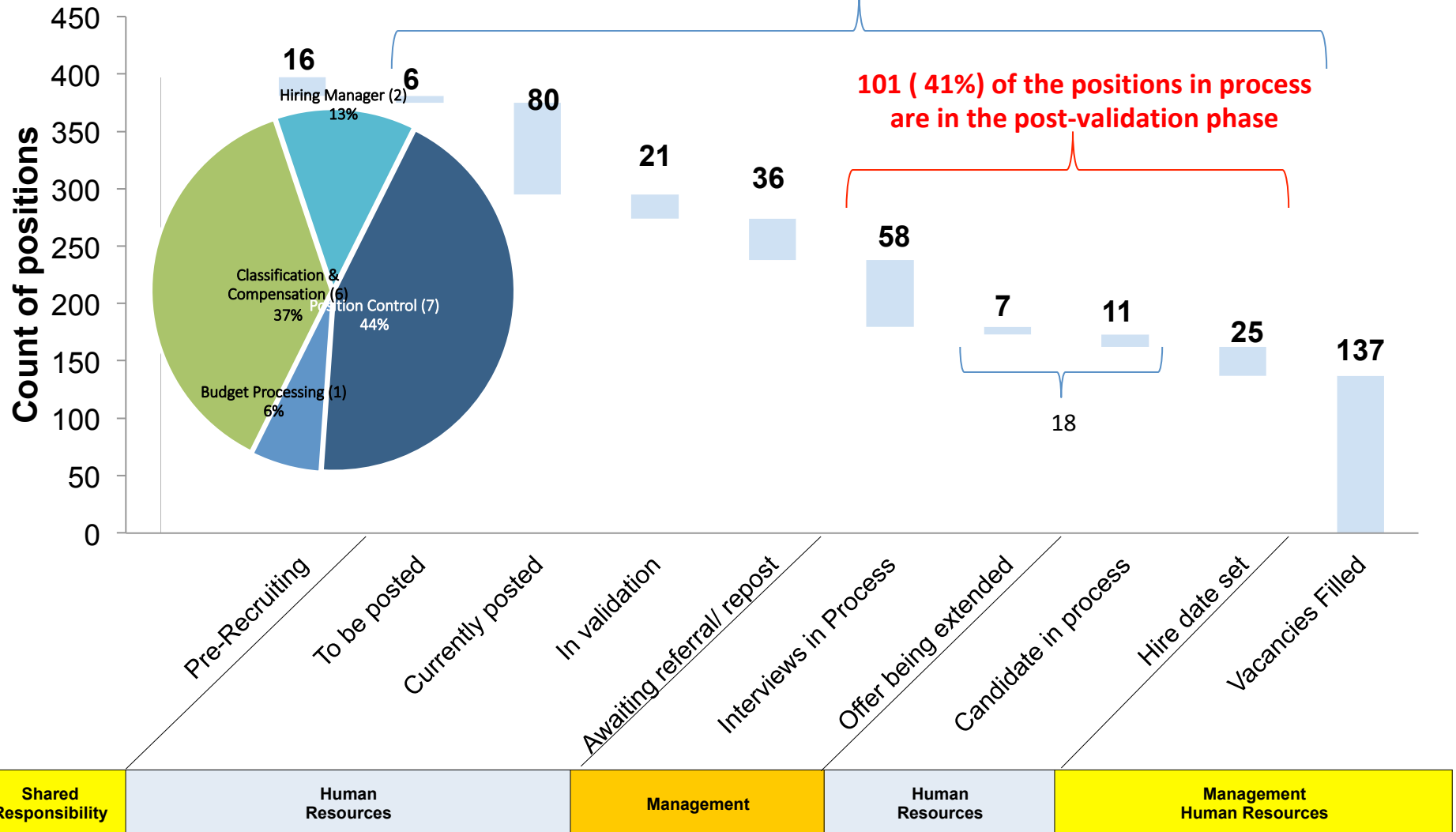


HR Activity Report – Licensed Nurses Hiring Snapshot

160/65% of 244 Positions in process are in-patient

Thru 09/30/ 2018

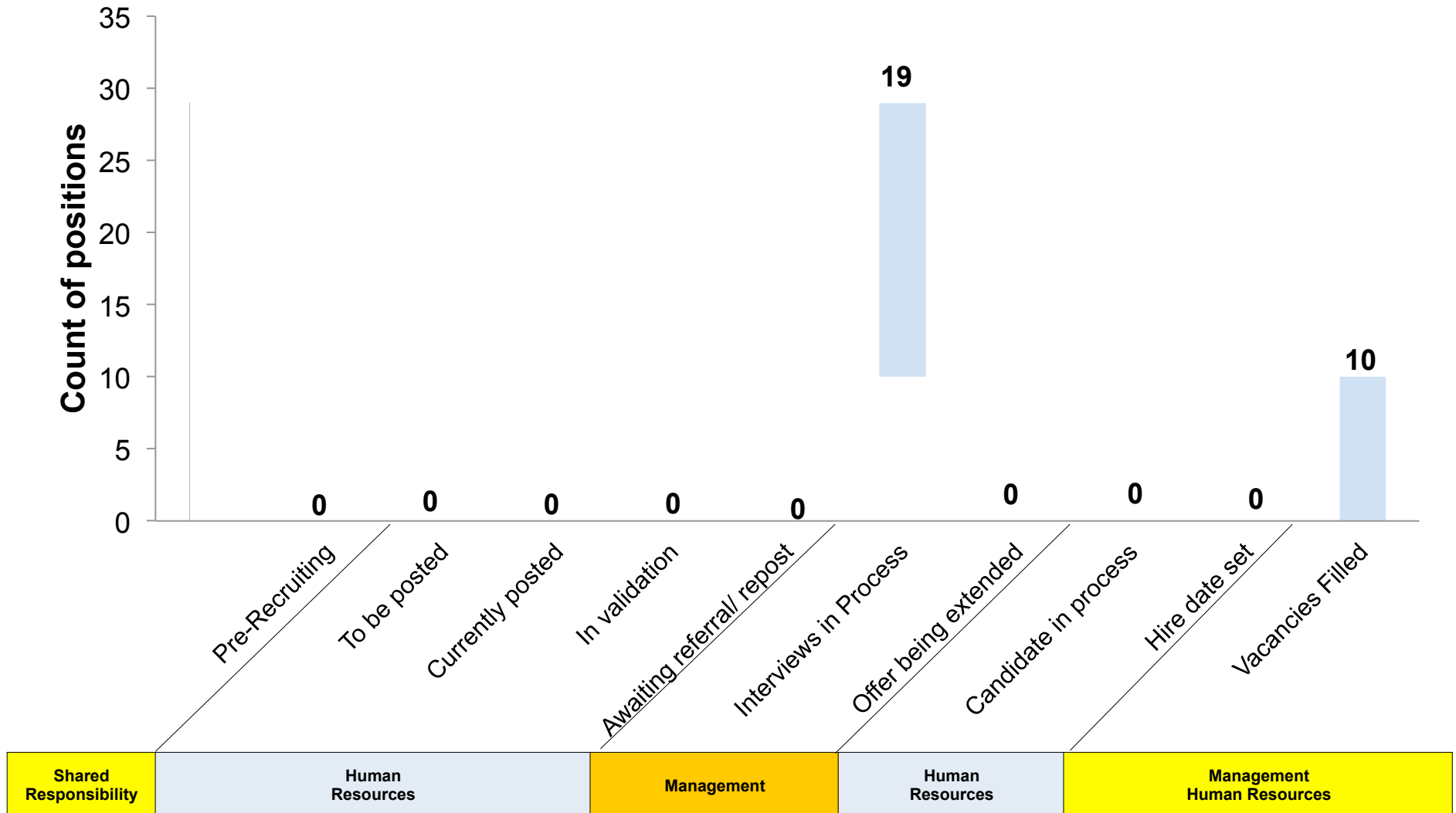
244 Nursing Positions in process



HR Activity Report – Revenue Cycle Hiring Snapshot

Thru 09/30/ 2018

19 Revenue Cycle Positions in process



Cook County Health and Hospitals System
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ATTACHMENT #2

CountyCare Metrics

Prepared for: Cook County Health Board of Directors

James Kiamos

Chief Executive Officer, CountyCare

October 26, 2018



Current Membership

Monthly membership as of October 5, 2018

Category	Total Members	ACHN Members	% ACHN
FHP	224,036	25,733	11.5%
ACA	75,610	17,513	23.2%
ICP	30,114	6,903	22.9%
MLTSS	5,366	N/A	N/A
Total	335,126	50,149	15.0%

ACA: Affordable Care Act
FHP: Family Health Plan

ICP: Integrated Care Program
MLTSS: Medicaid Long-Term Service and Support



Monthly Membership Trend



- 2018 membership target was 225,000
- 2019 membership target is 345,000

Managed Medicaid Market

Membership as of August 1, 2018

Managed Care Organization	Cook County	State Total
*CountyCare	335,484	335,484
Blue Cross Blue Shield	262,923	427,687
Meridian (a WellCare Co.)	248,508	858,551
IlliniCare	104,668	337,802
Molina	69,928	218,294
*Next Level	57,609	57,609
Total	1,079,120	2,235,427

* Only Operating in Cook County

Source: IL HFS August Numbers



2018 Operations Metrics: Call Center & Encounter Rate

Key Metrics	State Goal	Performance		
		May	Jun	Aug
Member & Provider Services Call Center Metrics				
Abandonment Rate	< 5%	0.64%	1.43%	3.72%
Hold Time (minutes)	1:00	0:04	0:15	0:13
% Calls Answered < 30 seconds	> 80%	96.83%	90.13%	88.40%
Claims/Encounters Acceptance Rate	95%	95.23%	96.14%	96.14%



2018 Operations Metrics: Claims Payment

Key Metrics	State Goal	Performance		
		Jun	Jul	Aug
Claims Payment Turnaround Time				
% of Clean Claims Adjudicated < 30 days	90%	94.4%	94.6%	93.7%
% of Claims Paid < 30 days	90%	45.3%	50.0%	46.6%



2018 Operations Metrics:

Overall Care Management Performance

Key Metrics			Performance			
			Market %	May	Jun	Jul
Completed HRS/HRA (all populations)						
Overall Performance		333,186	40%	51.1%	51.8%	52.3%
Completed Care Plans on High Risk Members						
Overall Performance		4,668	65%	63.4%	75.0%	73.3%

- CountyCare's high risk percentage exceeds the State's requirement of 2% for Family Health Plan and 5% for Integrated Care Program.



Cook County Health and Hospitals System
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ATTACHMENT #3

Cook County Health Full Board Meeting October 2018

**Ekerete Akpan
Chief Financial Officer**

Full Board Meeting : October 2018



COOK COUNTY HEALTH
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Income Statement for the Nine Months ending August 2018(in thousands)

	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
Operating Revenue	1,963,809	1,477,868	\$ 485,941	33%
<u>Operating Expenses</u>				
Salaries & Benefits	470,752	499,115	\$ 28,363	6%
Overtime	32,688	27,165	\$ (5,522)	-20%
Pension*	182,522	182,522	\$ -	0%
Supplies	57,906	39,613	\$ (18,293)	-46%
Pharmaceutical Supplies	70,629	62,062	\$ (8,568)	-14%
Purch. Svs., Rental, Oth.	207,580	179,613	\$ (27,967)	-16%
External Claims Expense	1,180,728	696,338	\$ (484,390)	-70%
Insurance Expense	16,774	19,747	\$ 2,973	15%
Depreciation	25,861	25,090	\$ (771)	-3%
Utilities	7,270	8,742	\$ 1,472	17%
Total Operating Exp	2,252,710	1,740,008	\$ (512,702)	-29%
Operating Margin	(288,902)	(262,141)	(26,761)	-10%
Operating Margin %	-15%	-18%	3%	17%
Non Operating Revenue	190,121	190,121	-	0%
Net Income/(Loss)	(98,781)	(72,020)	(26,761)	-37%

*Year to Date (9 months) Pension Liability per GASB

Unaudited Financial Statement
Full Board Meeting : October 2018



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Observations – Challenging vs. FY2018 Budget

Operating Margin - volume drivers to watch vs. same time FY2017

- Primary Care visits down 1% while Specialty Care visits up 8%
- Surgical Cases up 5% and slightly above FY 2018 Target
- Inpatient Discharges down 12% and LOS 8% higher
- Emergency Department visits up 1%
- Deliveries down 10%.
- System-wide uninsured numbers, captured by visit held 42% (Provident 34%, ACHN 42%, Stroger 44%)
- System wide Financial /Revenue Cycle ratios are indicating sustained progress
- CountyCare contributed \$153M to CCH

Full Board Meeting : October 2018



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Financial Metrics

Metric	As of end Aug-16/YTD	As of end Aug-17/YTD	As of end Aug-18/YTD	Target
Days Cash On Hand**	48	68	58	60
Operating Margin***	-13.4%	-21.1%	-5.4%	-5.4%
Overtime as Percentage of Gross Salary*	7.9%	7.8%	7.5%	5.0%
Average Age of Plant (Years)	21.0	22	24.4	10.7

*Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2%

** Days Cash in Hand – Point in time i.e. as of end June for each year . Days Cash on Hand - CCHHS target 60 days, Moody's 198 days

***Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health

Unaudited Financial Statement

Full Board Meeting : October 2018



COOK COUNTY HEALTH
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CCHHS

Revenue Cycle – Metrics

Metric	Average FYTD 2018	Aug-18	Sep-18	Benchmark
Average Days in Accounts Receivable <i>(lower is better)</i>	110	93	94	45.85 – 54.90*
Discharged Not Finally Billed Days <i>(lower is better)</i>	8.0	6.9	7.0	NA
Claims Initial Denials Percentage <i>(lower is better)</i>	29%	23%	18%	NA

Unaudited Financial Statement

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014. We will continue to refine for “like health systems”

Full Board Meeting : October 2018



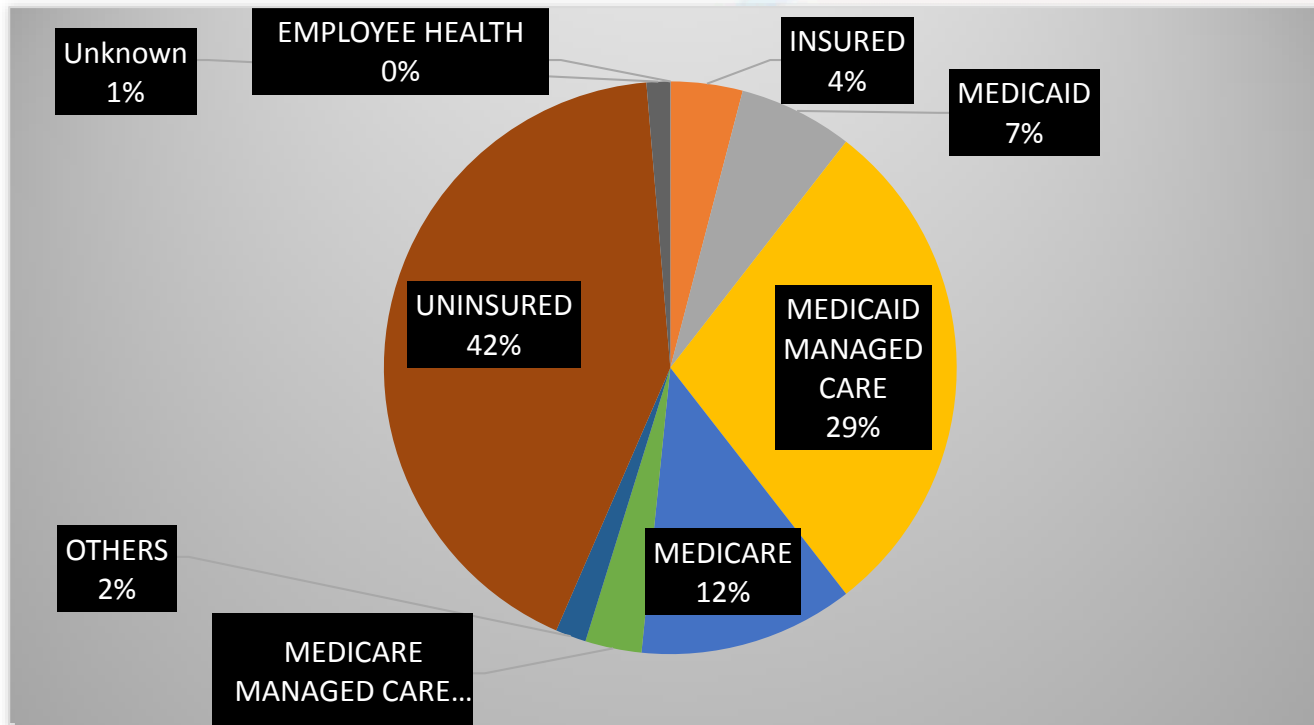
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FY2019 Budget Timeline

June 19, 2018	President's FY2018/2019 Preliminary Budget Forecast Released
July 12 , 2018	President's Preliminary Forecast Public Hearing
July 20 , 2018 Introduced	CCH Finance Committee Meeting – Budget Framework
July 23–25, 2018 Hearings	Cook County Finance Committee Meeting – Mid-Year Budget
August 24, 2018 Approval	CCH Finance Committee Meeting – FY2019 Budget Request for
August 28 & 29, 2018	CCH Budget Public Hearings
August 31, 2018	CCH Board Meeting – FY2019 Budget Request for Approval
September 12, 2018	Cook County Board Meeting – CCHHS FY2019 Proposed Preliminary Budget Introduced & Approved* <i>(for inclusion in Executive Budget Recommendation)</i>
October 10, 2018 Introduced	President's FY2019 Executive Budget Recommendation
October 24, 2018	CCH Departmental Hearing
October–November, 2018 Review Adopted	Cook County Public Hearings, Agency & Department Budget Meetings Proposed Amendments, Annual Appropriation Bill



System-wide Payer Mix by Visits



Full Board Meeting : October 2018



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ATTACHMENT #4

COOK COUNTY HEALTH & HOSPITALS SYSTEM

**Board of Directors Meeting
Quality and Patient Safety Committee
October 26, 2018**

Ronald Wyatt, MD, Chief Quality Officer



COOK COUNTY HEALTH
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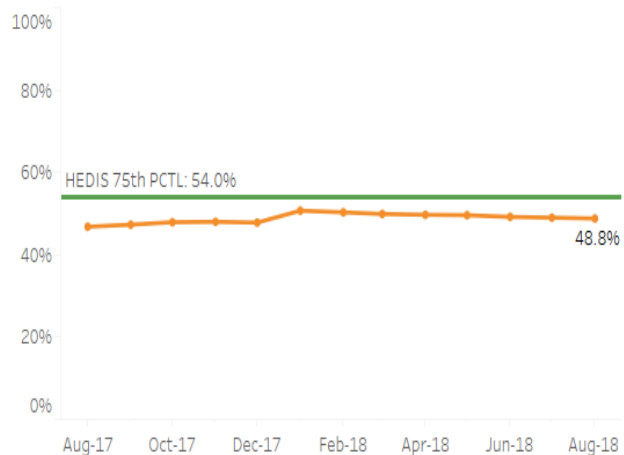


COOK COUNTY HEALTH

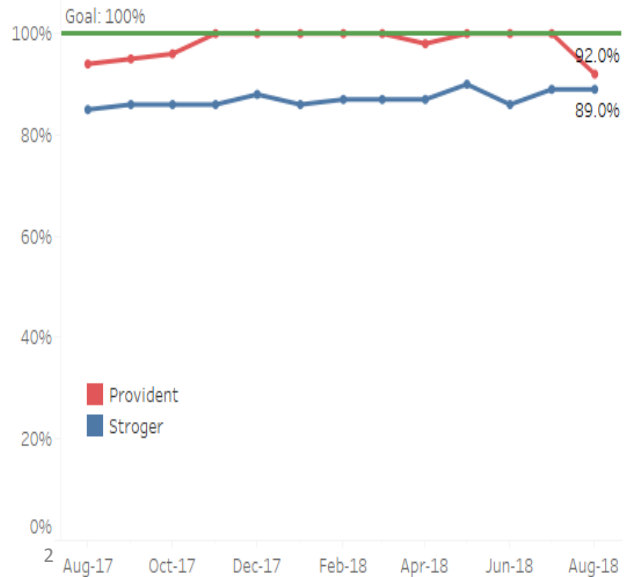
Quality Dashboard
October 19, 2018

Health Outcomes

HEDIS - Diabetes Management: HbA1c < 8%

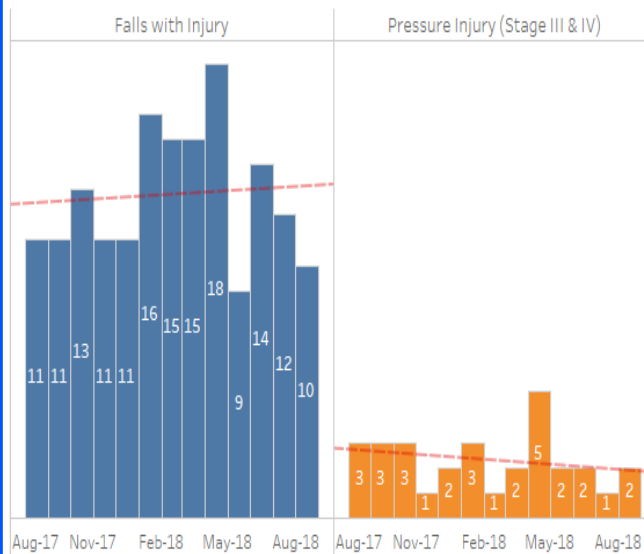


Core Measure-Venous Thromboembolism (VTE) Prevention

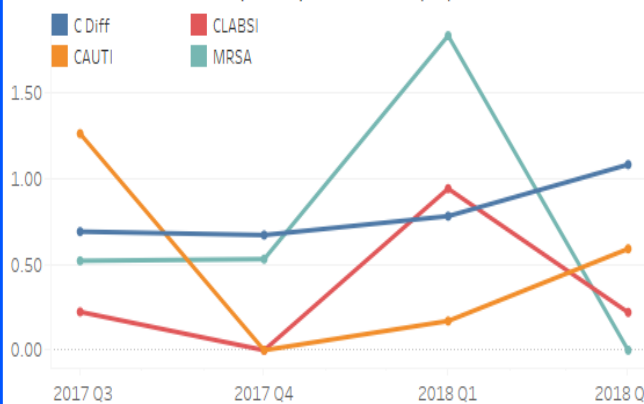


Patient Safety

Hospital Acquired Conditions



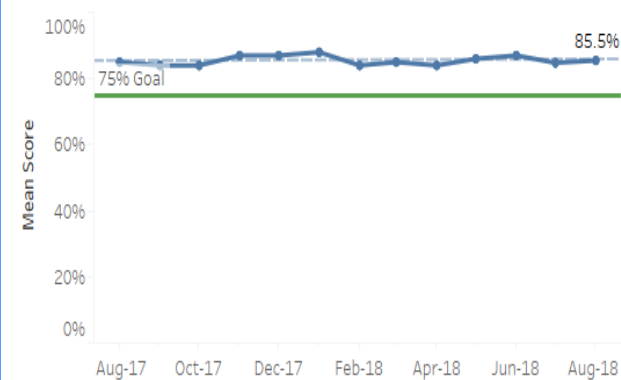
Hospital Acquired Infections (SIR)



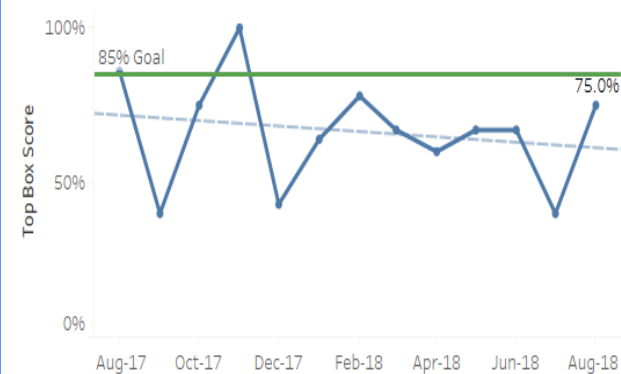
Readmission Rate Placeholder

Utilization

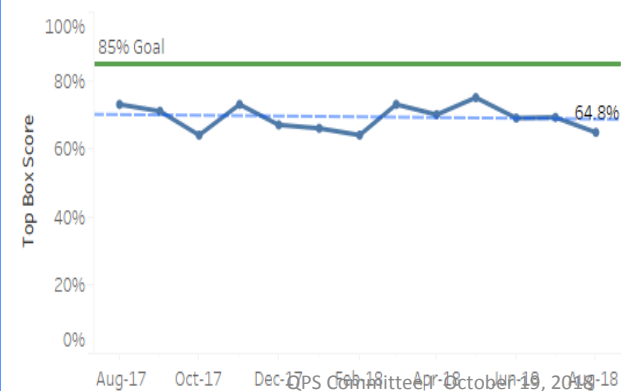
ACHN--Overall Clinic Assessment



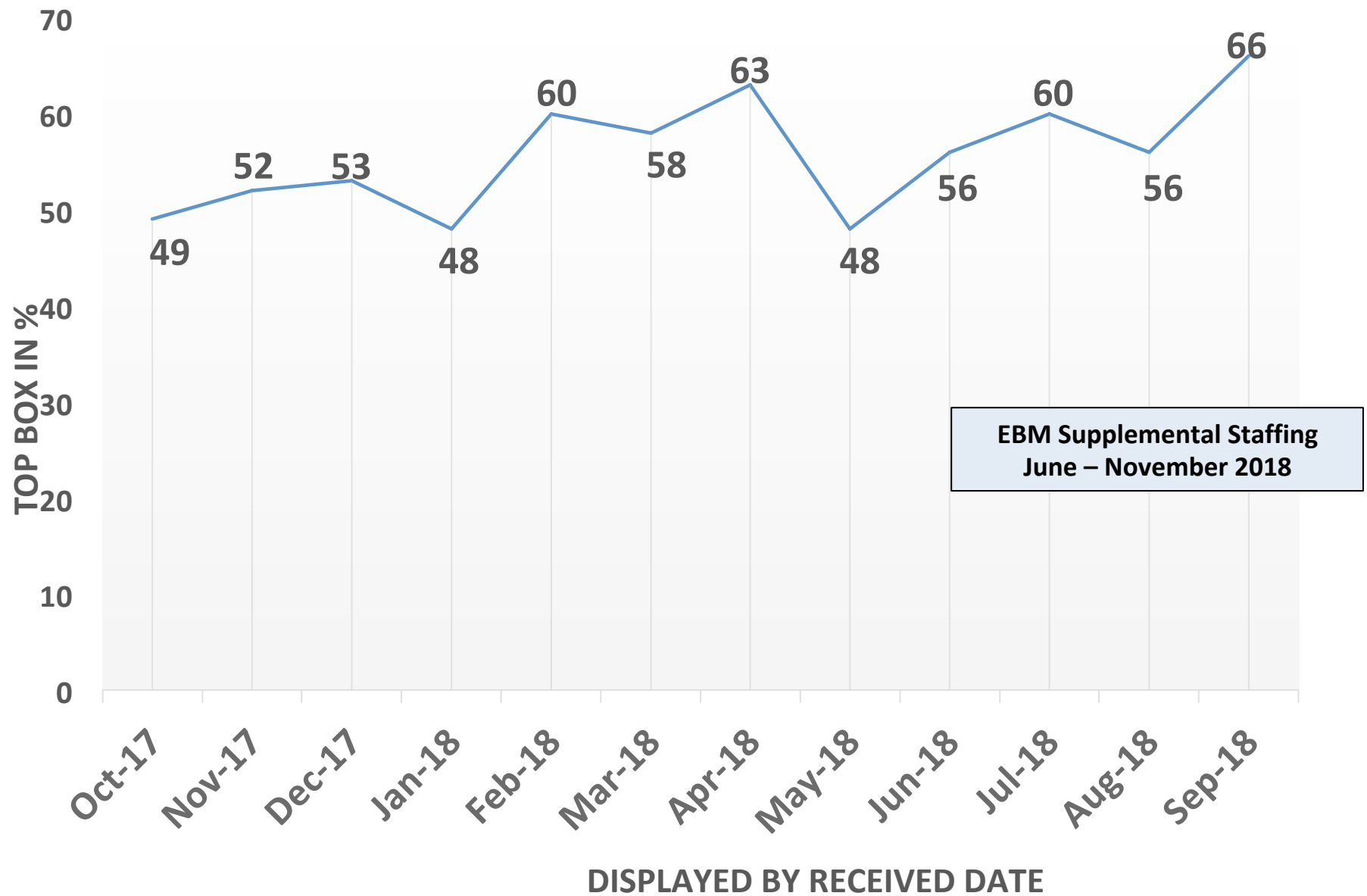
Provident--Willingness to Recommend Hospital



Stroger--Willingness to Recommend Hospital



Cleanliness of Hospital Environment - Stroger



Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 26, 2018

ATTACHMENT #5

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM V(A)
OCTOBER 26, 2018 BOARD OF DIRECTORS MEETING
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Execute Contracts							
1	Henry Schein, Inc.	Product - dental equipment for Arlington Heights Health Center	\$286,363.72	Sole Source	n/a	ACHN	2
2	Cardinal	Product - medical equipment for Arlington Heights Health Center	\$222,891.64	GPO		ACHN	3

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Iliana Mora, Chief Operating Officer, Ambulatory Services	
DATE: 10/16/2018		PRODUCT / SERVICE: Product, Dental Equipment for Arlington Heights Health Center	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Henry Schein, Inc., Melville, NY	
ACCOUNT: 55079		FISCAL IMPACT NOT TO EXCEED: \$286,363.72	GRANT FUNDED / RENEWAL AMOUNT:
CONTRACT PERIOD: One time capital purchase		CONTRACT NUMBER: H18-76-099	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:

Vendor will provide dental instrumentation, delivery systems, lights, and chairs for the Oral Health Department at the Arlington Heights Clinic. This request is sole sourced with this vendor for standardization of equipment. Also, the vendor was GPO until 2018.

TERMS OF REQUEST:

This is a request to execute contract number H18-76-099 in an amount not to exceed \$286,373.72, as needed, for a one-time capital purchase.

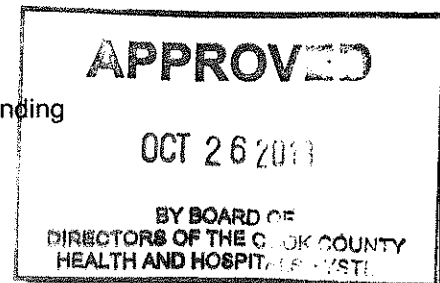
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO:

Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO:

John Jay Shannon, M.D., Chief Executive Officer



**Request
#1**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health & Hospitals System

AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Iliana Mora, Chief Operating Officer, Ambulatory Services
DATE: 09/07/2018	PRODUCT / SERVICE: Equipment - Medical Equipment for Arlington Heights Health Center
TYPE OF REQUEST: Extend Contract <u>Execute Contract</u>	VENDOR / SUPPLIER: Cardinal, Chicago, IL
ACCOUNT: 55079 FISCAL IMPACT NOT TO EXCEED: \$222,891.64	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: Capital Equipment Purchase	CONTRACT NUMBER: H18-76-083
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: GPO	
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:	

PRIOR CONTRACT HISTORY:

No prior contract history or this equipment.

NEW PROPOSAL JUSTIFICATION:

The contract will provide medical equipment for the Arlington Heights Health Center. The equipment will be financed through a leasing line of credit.

TERMS OF REQUEST:

This is a request to execute contract number H18-76-083 in an amount not to exceed \$222,891.64, as needed, for a capital equipment purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: *Douglas L. Elwell*
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: *John Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer

APPROVED

OCT 26 2018

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

**Request
#2**

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 26, 2018

ATTACHMENT #6



COOK COUNTY HEALTH

JOHN JAY SHANNON, MD
CHIEF EXECUTIVE OFFICER
COOK COUNTY HEALTH & HOSPITALS SYSTEM
REPORT TO THE BOARD OF DIRECTORS
October 26, 2018

Employee Recognition

Dr. Denise Cunill, medical director of Logan Square Health Center and CCH's associate medical director of ambulatory pediatrics, received the Special Achievement Award from the American Academy of Pediatrics for distinguished service and dedication to the mission and goals of The Academy. She demonstrated extraordinary advocacy for children and families through her dedication to the Illinois Chapter of American Pediatrics projects including child and adolescent health and development, literacy, trauma-informed care, food insecurity, and cultural competence.

Dr. Rami Doukky, chief of cardiology has been named an associate editor and **Dr. Saurabh Malhotra**, director of advanced cardiac catheterization named a guest editor in the Journal of Nuclear Cardiology, the official journal of the American Society of Nuclear Cardiology and the world leading journal in the field of nuclear cardiology. Both Drs. Doukky and Malhotra have been elected to serve on the Board of Directors for the American Society of Nuclear Cardiology, the highest governing body of this national organization. Drs. Doukky and Malhotra will bring their nuclear cardiology and cardiac imaging expertise to CCH patients to improve quality of care, decrease unnecessary resource utilization and reduce length of stay of patients with known or suspected heart disease.

Activities and Announcements

- Ophthalmology and Dermatology officially welcomed their first patients in the **new Professional Building** on October 22, 2018. Phase two of the clinical moves will take place on October 29, 2018 while staff moving to the administrative floors will do so in early November. The mosaic dedication was held on October 19th and the Ribbon Cutting will occur at 10AM on October 28th. Community tours will occur on Saturday, November 3rd from 9-11AM.

IMPACT 2020 Objective 1.2

- Cook County Health joined **Senator Richard Durbin's Chicago HEAL initiative** which is aimed at reducing violence and improving health in Chicago's most underserved neighborhoods. The Chicago HEAL (Hospital Engagement, Action, and Leadership) Initiative is a collaboration between major Chicago hospitals, convened and supported by Senator Durbin, to make tangible commitments to reduce gun violence, heal the physical and mental trauma that violence inflicts on victims, increase well-paying jobs and create other economic opportunities in the neighborhoods they serve. Other participating hospitals include: Advocate Christ Medical Center; AMITA Health's Saints Mary and Elizabeth Medical Center; Ann and Robert H. Lurie Children's Hospital of Chicago; Cook County Health and Hospital System; Loyola University Medical Center; Northwestern Memorial Hospital; Rush University Medical Center; Sinai Health System; University of Chicago Medical Center; University of Illinois Hospital and Health Sciences Systems

IMPACT 2020 Objectives 6.2, 6.3, 7.0

- 2018 marks the the 20th Anniversary of the **Ruth M. Rothstein CORE Center**. On November 1st, a press conference will be held at 10AM to discuss the important role CORE has played since the beginning of the AIDS epidemic. That same evening, a reception will be held from 4:30 – 7:00PM. Both events will be held at the CORE Center, 2020 W. Harrison Avenue.
- Through October 4, 2018 CCHHS's Fresh Truck partnership with the **Greater Chicago Food Depository (GCFD)** has resulted in 144 visits to 12 CCHHS health centers – Austin, Cicero, the CORE Center, Cottage Grove, Englewood, Logan Square, Near South, Oak Forest, Prieto, Robbins, Woodlawn, and Provident/Sengstacke. The move to a permanent Vista Health Center location has delayed the staff training and start date for the Fresh Truck, which is now expected to take place by the end of Q1 of 2019.

Collectively, the Fresh Truck distributions have resulted in the provision of fresh fruits and vegetables to 17,812 individuals, representing 58,778 household members, totaling more than 400,000 pounds of fresh produce. Most of the individuals benefiting from the Fresh Truck screened positive for food insecurity at a CCHHS health center visit.

IMPACT 2020 Objectives 1.1, 6.2, 6.3, 7.4

- **CountyCare** has launched a new **marketing campaign** aimed at member retention and new member recruitment as the choice period has commenced for Medicaid enrollees. The advertising campaign includes billboards, transit, outdoor and digital advertising including three new video vignettes as well as :15 and :30 commercials. The campaign, in English and Spanish, will run through 1Q19.

IMPACT 2020 Objective 3.7

- **CCHHS Fresh Markets** are operating outdoors through the early fall. The Markets will continue to operate on a weekly basis and will move indoors as the weather gets colder.
 - Oak Forest Health Center on Wednesdays, 9am-2pm
 - Robbins Health Center on Thursdays, 11am-3pm
 - Cottage Grove Health Center on Fridays, 9am-2pm



Fresh produce is supplied by Black Oaks Center, a nonprofit that seeks to create a just, holistic, and local food system through education, entrepreneurship, and access to healthy, affordable foods. CCH partners with Experimental Station's Link Up Illinois Link Match program to offer SNAP users with a match on all purchases at CCHHS Fresh Markets, up to \$20/market/week.

IMPACT 2020 Objectives 1.1, 6.2, 6.3, 7.4

- The **Cook County Health Foundation Associate Board** will hold its **annual fundraising event** on Friday, November 9, 2018 at mHub. This year's event will benefit women and children's health at CCHHS. The invitation is attached.

(Select materials and media clips attached)

Legislative Update

Local

- The Cook County Board Committee on Finance conducted Department Review hearings on the FY2019 budget the week of October 22, 2018. The hearing on CCH's FY19 Budget took place on Thursday, October 25, 2018. Dr. Shannon presented and responded to questions from Commissioners. Chairman Hammock participated in the hearing as well as members of the Leadership team. In addition, Director Gugenheim attended the hearing.

State

- On October 5, 2018, the Illinois Department of Public Health (IDPH) filed emergency rules to implement PA 100-1029, which eliminates "philosophical or moral reluctance" as reasons that a healthcare employee can decline a flu shot. The emergency rules align state administrative code with PA 100-1029 (CCHHS's flu shot legislation) and are effective September 18, 2018. IDPH states that the emergency rules "will provide health care settings the ability to implement vaccination programs consistent with the statute for the 2018-19 influenza season."
- On October 12, the Illinois Department of Healthcare and Family Services (HFS) published draft rules (see pages 18242 – 18284) concerning the implementation of Integrated Health Homes (IHHs). IHHs are a new, fully-integrated form of care coordination for Medicaid beneficiaries. Starting in November, managed care plans will start to conduct outreach to their members in the top IHH tiers to assist them in choosing an IHH.
- The Illinois Department of Public Health published an Illinois Maternal Morbidity and Mortality Report. The report summarized findings from reviews of maternal deaths in 2015, and offered recommendations to address maternal mortality, including:
 - Expanding Medicaid eligibility for women beyond the 60 day postpartum period, to one year after delivery.
 - Ensuring insurance coverage of case management and outreach for postpartum high-risk women for one year after delivery.
 - Creating or expanding home visiting programs to target high-risk mothers.
 - Increasing access to behavioral health services for pregnant and postpartum women.
 - Unbundling insurance payments of postpartum visit services from labor and delivery.

The House Health Care Availability and Access Committee will hold a second hearing on October 30, 2018 at 10am to discuss the high rates of infant and maternal mortality among African Americans in Illinois. CCH submitted written comments and Dr. Terry Mason presented oral testimony at the first committee meeting that took place in September.

- The 2018/19 ACA Marketplace open enrollment period will start November 1, 2018 and end December 15, 2018. Similar to last year, there is minimal federal funding for Illinois organizations to provide proactive assistance with Marketplace outreach and enrollment efforts, and little to no paid marketing to inform customers about the open enrollment.
- The Illinois General Assembly Fall Veto Session is scheduled for November 13-15 and November 27-29.

Federal

- On September 26, 2018 the House cleared the conference report for the **FY 2019 Labor-HHS-Education appropriations** bill, packaged together with the FY 2019 Department of Defense appropriations bill as the third "minibus" (H.R. 6157, as amended). The bill also included a continuing resolution (C.R.) to keep the remaining federal agencies and programs running at 2018 levels after the start of the new fiscal year on October 1, 2018 through December 7, 2018. The final roll call vote was 361-61. The President signed the bill into law on September 28, 2018.

- On September 28, 2018 Speaker Paul Ryan (R-WI) brought the Senate-passed opioid package, the **SUPPORT for Patients and Communities Act (H.R. 6)**, to the House floor. The Senate had approved the measure and also incorporated a provision authored by Senators Rob Portman (R-Ohio), Richard Durbin (D-Ill.), Ben Cardin (D-Md.) and Sherrod Brown (D-Ohio) which lifts the Medicaid IMD exclusion for all substance use disorders. Previous versions of the bill had only applied to inpatient opioid and cocaine treatment. On October 3, 2018 the Senate agreed to the House amendment and sent the final bill to the President, who is expected to sign it.

H.R. 6, as passed, contains a handful of provisions that may be of particular interest to Cook County Health:

- Section 1001 requires states to suspend, rather than terminate Medicaid for youth in custody/detention.
 - Sections 1017 and 1018 promote Medicaid housing related services and supports for beneficiaries with substance use disorders.
 - Section 5032 requires HHS to convene a stakeholder group to produce a report of best practices for states to consider in health care related transitions for inmates.
 - Section 5052 provides a state option to lift the Medicaid IMD exclusion for non-elderly adults for substance use treatment (up to 30 days). Does not interfere with section 1115 waivers.
- The U.S. Department of Homeland Security published its proposed changes to its “**public charge**” rules for immigrants in the *Federal Register* on October 10, 2018. There is concern the new rules could have a chilling effect on immigrants accessing public services that they or their children would be otherwise eligible for in fear of losing legal immigration status. There is also risk of significant increases in uncompensated care in public hospitals, as many immigrants may forego coverage so as not to jeopardize their immigration status. The comment period closes December 10, 2018. Cook County Health will host a press conference with President Preckwinkle and our Congressional delegation on Monday, October 29th to express concern about the proposed rule.
- On October 11, 2018 CMS announced that prices for benchmark plans on the ACA exchange will drop by 1.5 percent on average for next year, signaling that the market may be stabilizing. Healthcare.gov will have 23 more insurers offering plans in 2019 and 29 more are expanding the areas where they will be offering plans. Only 39 percent counties will have just one insurer on the exchange next year, down from more than 50 percent of counties last year. HHS officials took credit for the improvements despite repeatedly describing the ACA as a failure.
- The House is in recess until after the November 6th midterm elections; the Senate is in recess until November 13, 2018.

Protection of Medicaid remains a key priority for CCHHS at both the State and Federal level.

Community Outreach

FY19 Budget Public Hearings

Cook County Health and CountyCare work with our community partners, patients and members to attend President Preckwinkle and the Board of Commissioner Public Hearings on the FY19 Budget and speak on behalf of our accomplishments. The dates of the FY19 Public Hearings are the following:

October 22, 2018 at 6:30pm at the Second District Courthouse, 5600 Old Orchard Road, Skokie

October 25, 2018 at 6:30pm at the Fourth District Courthouse, 1500 S. Maybrook Drive, Maywood

October 29, 2018 at 9:00 am at the County Board Room - Rm 569, 118 N. Clark St., Chicago

October 29, 2018 at 6:30pm at the Sixth District Courthouse, 16501 S. Kedzie Parkway, Markham

- November 1 Cook County Health and CountyCare promotion at the **Rincon Family Services Job Fair** which will take place at their health center located at 3710 N. Kedzie Avenue in Chicago. Rincon Family Services is committed to returning citizens from the justice system, working through partnerships to provide the necessary tools to reduce recidivism.
- November 2 CountyCare promotion at **12th Annual Riveredge Resource Fair** which will take place at the hospital located at 8311 W. Roosevelt Road in Forest Park. The event features social service providers with information ranging from substance abuse, mental health, homelessness, intellectual disability, nursing homes, older adult services, Veteran support, therapeutic schools, and domestic violence support services.
- November 3 Cook County Health and CountyCare promotion at the **New Grace Emmanuel Community COGIC Health & Resource Fair** which is co-hosted by Sinai Health Ministries and will take place at the church located at 2743 E. 83rd Street in Chicago.
- November 3 Cook County Health and CountyCare promotion at **Stone Temple Church Health Fair** which will take at the church located at 3266 W. Douglas in Chicago. The Provident Hospital HIV testing team will do testing at the event.
- November 3 Cook County Health and CountyCare promotion at the **2018 Diabetes Cook Off Contest and Resource Fair** which will take place at the Washburne Culinary Institute Building U located at 740 West 63rd Street in Chicago. The Diabetes Cook Off celebrates the South Side community and new ways of preparing healthy and delicious food to share with friends and families. Hosted annually by the South Side Diabetes Project during National Diabetes Month, the cook off is live competition judge by panel of food, health, and wellness experts. This free and family-friendly event is preceded by a community resource fair with free flu shots and health information.
- November 7 Cook County Health and CountyCare promotion at the **Bridgeview Mayor Steve Landek & the Village Board's 9th Annual Senior Fair & Expo** which will take place at Bridgeview Community Center located at 7902 South Oketo in Bridgeview.
- November 7 Cook County Health and CountyCare promotion at **Malcolm X College Service Days** which is hosted by the **Wellness Center of Malcolm X College** at the school located at 1900 W. Jackson Boulevard in Chicago. This event for the students and community will provides services such as health insurance enrollment, counseling, mental health support services and nutrition education, to name a few.

- November 8 Cook County Health promotion at the **Harvey Park District Veteran's Job Fair** which will take place at Gloria Taylor Banquet Hall located at 15335 S. Broadway in Harvey. The event will assist Veterans seeking employment and by making resource organizations available to help improve their quality of life.
- November 13 Cook County Health and CountyCare promotion at the **11th Annual Just for the Health of it! Community Health & Wellness Expo** hosted by **Hanover Township, The Victory Centre of Bartlett and Cook County Commissioner Timothy O. Schneider** at the Hanover Township Senior Center located at 240 S. IL 59 in Bartlett. Hanover Township and the Victory Centre of Bartlett are committed to promoting services that are vital to maintain a healthy lifestyle. Staff of the Vista Health Center will join this event to do blood pressure screenings and promote the services of their health center.
- November 9 Cook County Health and CountyCare promotion at **Commissioner Peter N. Silvestri and Access to Care Health Fair** which will take place at the Golf Maine Park District Feldman Park located at 8800 W. Kathy Lane in Niles. The health fair will feature various health screenings, as well as free resources for the entire family.
- November 10 Cook County Health and CountyCare promotion at **Metropolitan Chicago Breast Cancer Task Force's Beyond October** program which takes place at the Illinois Institute of Technology located at 3214 S. Federal Street in Chicago.
- November 10 Cook County Health and CountyCare promotion at the **Sisters Working it Out Cancer Awareness and Health Advocacy Organization's 4TH Annual Day of Beauty for All Cancer Survivors** which will take place at Liberty Full Gospel Church located at 2233 W 79th Street in Chicago.
- November 14 Cook County Health and CountyCare promotion at the **Malcolm X College Wellness Center and the National Kidney Foundation of Illinois Screening and Resource Fair** which takes place at the College located at 1900 W. Jackson Boulevard in Chicago. The Wellness Center is partnering with the National Kidney Foundation of Illinois to provide a wide variety of screenings and promote knowledge and access to public health programs, non-profit agencies and other community clinics.
- November 14 Cook County Health and CountyCare promotion at the **Jungman School Health and Resource Fair**, which is co-hosted with **Sinai Health Ministries** at the school located at 1746 S. Miller Street in Chicago.
- November 17 Cook County Health and CountyCare promotion at **Blue Cross Blue Shield's Community Health Fair** which will take place at Christ Universal Temple located at 11901 S. Ashland in Chicago. During the event attendees can take advantage of insurance enrollment resources, SNAP assistance, and redetermination counseling during the event.
- November 17 Cook County Health and CountyCare promotion at the **Greater Bethlehem Healing Temple Thanksgiving Health and Resource Fair**, which is co-hosted with **Sinai Health Ministries** at the Temple located at 12 S. Oakley Boulevard in Chicago.
- November 19 Cook County Health and CountyCare promotion at the **State Sen. Omar Aquino and San Lucas Church Free Family Resource Health Fair and Food Drive** which will take place at the Humboldt Park Field House located at 1400 N. Humboldt Drive in Chicago. The event will feature free health screenings for adults and children, registration for health insurance, health and social services resource, healthy eating education and more. Also, free flu shots will be provided throughout the day.

- November 20 Cook County Health and CountyCare promotion at the **Oak Street Health and Meridian Health Little Village Resource Fair** which will take place at Oak Street Health's clinic located at 3010 W. 26th Street in Chicago.
- November 20 Cook County Health and CountyCare promotion at the **Molina Thanksgiving Food Giveaway and Health Fair** which takes place at the Maywood Village of Recreation Space located at 200 S. 5th Street in Maywood. Molina Healthcare is partnering with **State Representative Emmanuel Welch** and **Vision of Restoration** for this annual thanksgiving food giveaway event.
- November 28 Cook County Health and CountyCare promotion at the **Ventanilla de Salud ("Health Window Program")** sponsored by the **Consulate General of Mexico** at the Consulate located at 204 S. Ashland Avenue in Chicago. Ventanilla de Salud is a program that bridges the gap between institutions and non-profit agencies and individuals regardless of their immigration status, providing access to public services such as preventive health, health education and guidance on the health system in the United States.

The Fresh Food Truck visits for the month of November include the following ACHN Health Centers.

- November 1 – **Prieto Health Center** – 2424 S. Pulaski Road, Chicago, IL 60623
- November 11 – **Provident Hospital/Sengstacke Health Center** – 500 W. 51st Street, Chicago, IL 60615
- November 16 – **CORE Center** - 2020 W. Harrison Street, Chicago, IL 60612
- November 20 – **Woodlawn Health Center** - 6337 S. Woodlawn Avenue, Chicago, IL 60634
- November 27 – **Logan Square Health Center** - 2840 W. Fullerton Avenue, Chicago, IL 60647

Upcoming Events

Sunday, October 28 @10AM: Official Ribbon Cutting for Professional Building, 1950 W. Polk Street (Plaza parking will be available)

Monday, October 29 @ 10AM: Press Conference on Public Charge, 1900 W. Polk Street, Board Room. See Legislative update for additional info.

Thursday, November 1 @ 10AM: Press Conference Celebrating CORE Center 20th Anniversary, 2020 W. Harrison

Thursday, November 1 4:30 – 7PM: Reception celebrating CORE Center 20th Anniversary, 2020 W. Harrison

Saturday, November 3 from 9AM – 11AM: Community tours of Professional Building, 1950 W. Polk Street, every half hour.

Friday, November 9 @6PM: Cook County Health Foundation Associate Board Fundraiser, mHub, 965 W. Chicago Avenue. See attached invitation for additional information.

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 26, 2018

ATTACHMENT #7



Cook County Health Strategic Plan 2020-2022

**CCHHS Board of Directors
October, 2018**

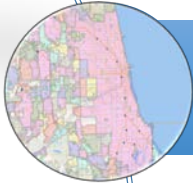


**COOK COUNTY HEALTH
& HOSPITALS SYSTEM**
CCHHS

Strategic Planning Objectives



Objectively assess CCHHS's market, clinical, quality, operational, facility, and financial performance



Articulate a clear, compelling, and shared vision and strategy for CCHHS



Identify the strategic initiatives required to position CCHHS for growth



Determine the resources required to implement the strategic initiatives



Establish a set of relevant goals and associated metrics

Mission and Vision

- **Mission**

To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well-being of the people of Cook County

- **Vision**

In support of its public health mission, CCHHS will be recognized locally, regionally and nationally – and by patients and employees – as progressively evolving model for an acceptable, integrated, patient-centered and fiscally responsible health care system focused on assuring high-quality care and improving the health of the residents of Cook County

Leverage Focus Areas in Impact 2020

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants of Health/Advocate for Patients

Strategic Planning Activities By Phase

Initiate

- Organize launch
- Identify data available
- Assemble and charter teams
- Identify key issues

Assess

- Profile industry trends
- Evaluate market dynamics
- Benchmark operational performance
- Elicit stakeholder feedback

Design

- Summarize CCHHS Strengths and Weaknesses
- Identify options
- Conduct scenario analysis
- Establish strategic direction
- Identify Areas of Focus
- Incorporate feedback

Finalize

- Draft implementation plan
- Prepare final strategic plan document
- Present strategy

Impact 2020 Timeline

- February, 2016 – Initiate Strategic Plan with the CCHHS Board
- March, 2016 – Quality/Reliability, Ambulatory Strategy, Volume, Revenue
- April, 2016 – Nursing, HR, Community Health Planning, Medical Staff
- May, 2016 – State/Federal Landscape, Clinical Research, CC Health Plan, Medicaid Managed Care, HIS, Care Coordination, Behavioral Health, Correctional Health, Health Equity, 4 Town Halls
- June, 2016 – Review of drafts
- July, 2016 – CCHHS Board Approves Impact 2020
- August, 2016 – Three year financial projection presented to CCHHS Board to include in Impact 2020
- September, 2016 – Approved by CC Board
- October, 2016 – Implementation

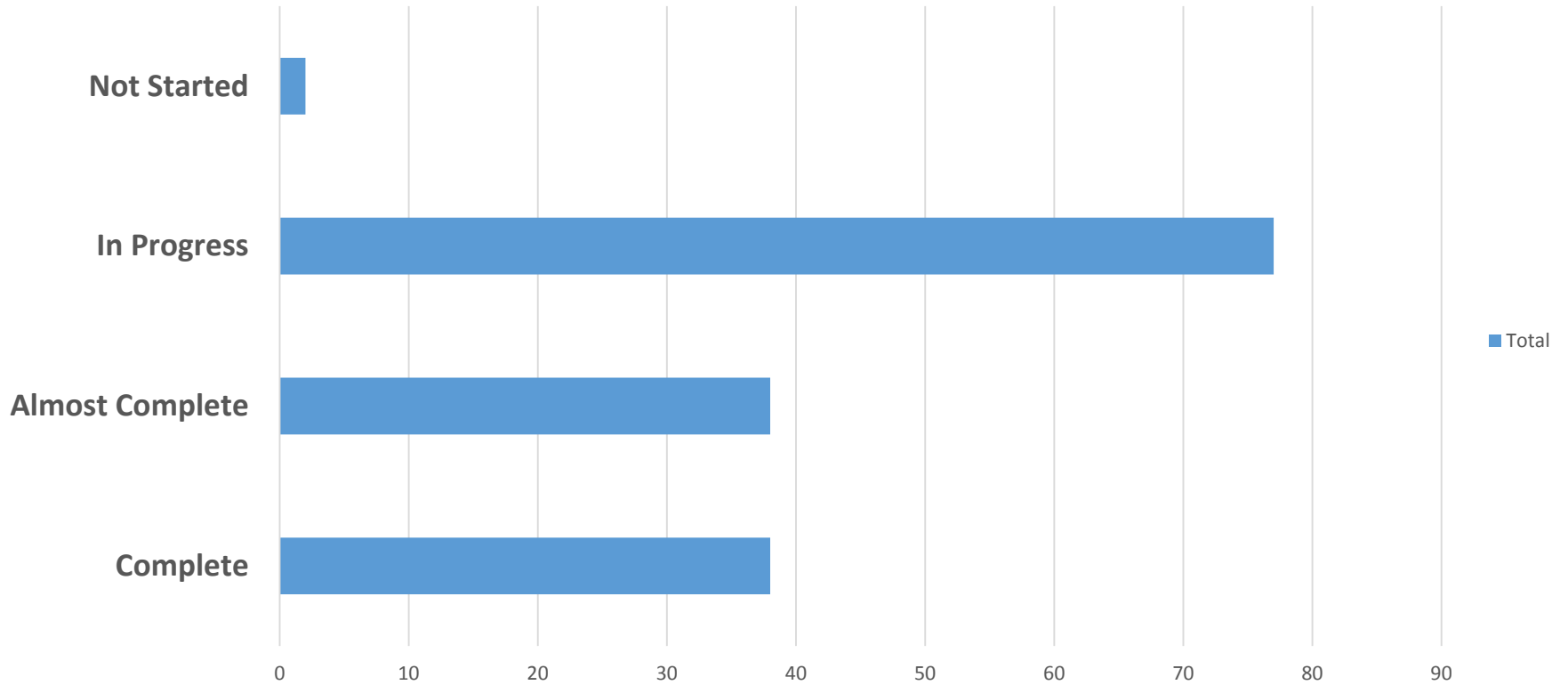
Timeline and Next Steps

- October, 2018 – Next Strategic Plan Process Kick-off
- December, 2018 -- Public Health Epidemiology, Information Technology, Human Resources (including employee engagement),
- January, 2019 – Healthcare, Volumes/Utilization, State/Federal Impact, Financial Outlook
- February, 2019 –Medical Practice, Nursing Services, Research, Graduate Medical Education, Correctional Health
- March, 2019, Quality/High Reliability, Ambulatory, Medicaid Managed Care, Care Coordination/Integrated Care, Behavioral Health
- April, 2019 – Review of Draft Plans, Public Input
- May, 2019 – CCHHS considers strategic plan for approval

- Utilize existing committees for strategic plan presentations
- Additional time needed for public and employee input

Impact 2020 Status

Strategic Plan Progress



Appendix

Deliver High Quality Care

Complete/Almost Complete:

- **Behavioral Health Strategy:** Outpatient mental health clinic in Roseland, mental health screening in Bond Court, Medication Assisted Treatment expansion, Community Triage Centers
- **Care Coordination:** Enhance care coordination for CountyCare and the system, Screened 70% CountyCare population using care management techniques, Implemented transportation service for patients, NCQA certification for CountyCare, Texture
- **Cermak Health Services:** obtained DOJ substantial compliance, Established naltrexone (Vivitrol) and naloxone (Narcan) programs
- **Access to Care,** community center staffing models, integrate and expand services, strengthen the Primary Care Medical Home, reduce wait times
- **Facility Modernization;** Central Campus Health Center, CON for hemodialysis at Provident, replacement health centers for Cicero, Logan, and Vista
- Make investments in Englewood, Cottage Grove, and Robbins clinics
- Recruit bi-lingual staff
- Perform operational reviews of Clinical Laboratory, Dept. of Radiology, Provident Laboratory
- Implement lab automation in Stroger

Deliver High Quality Care

In Progress:

- Train staff and leadership in high reliability and patient safety (HPI)
- Patient safety huddles
- Increase surgical cases at Provident and Stroger
- CountyCare – meet CLAS Standards
- Train employees on cultural competency
- Establish high quality CountyCare network
- Adopt nursing professional practice model
- Improve maternal and child health services
- Implement standard methodologies for process improvement
- Relocate Oak Forest clinic
- Increase volume and revenue from Medicare patients
- Implement Central Registration throughout clinics
- Measure patient perception of cultural competence
- Enroll detainees in Medicaid
- Pursue Magnet Status and adopt metrics

Overdue:

- Implement extended hours
- Analyze gaps in care
- Decrease ambulatory dwell time
- Establish Lifestyle Centers
- Strengthen pediatric services through community partnerships
- Improve RHS processes (Almost Complete)
- Resume psychiatry consulting services in emergency room

Grow to Serve and Compete

Complete:

- Facilitate timely access to CCHHS specialists, deploying eConsult
- Transition FHN to CountyCare

Almost Complete:

- Leverage CountyCare data to provide value-added benefits
- Identify two new Centers of Excellence
- Apply for Level 1 Trauma certification (American College of Surgeons)
- CountyCare growth

In Progress:

- Obtain additional accreditations

Foster Fiscal Stewardship

Complete:

- Implement CCTime
- Correct E1 and BR data
- Fund capital equipment in operating budget
- Increase nursing productivity
- CountyCare and Health System Marketing Campaigns
- Provide providers with coding support and tools to collaborate with HIM
- Maximize reimbursements from Managed Care Organizations/private insurance

Almost Complete:

- Implement utilization management review of claims
- Implementation of care coordination to reduce cost of care

Foster Fiscal Stewardship

Complete/Almost Complete:

- Denials management
- Improve purchasing processes

In Progress:

- Maintain high quality, appropriate network for CountyCare
- Streamline administrative processes
- Implement full billing and collections for dental and behavioral health services
- Continue evaluation of CTC by UChicago Health Lab/Otho Sprague Memorial Institute Grant
- Relocate of CCDPH and Oak Forest
- Improve operational efficiency of Radiology, Laboratory, and Pathology at Provident and Stroger
- Secure local government support for unfunded mandates
- Reduce ED utilization

Challenges/New Developments:

- CCHHS internal utilization for CountyCare
- Overtime

Overdue

- Conduct event review for litigation
- Optimize grant and indirect revenue

Invest in Resources

Complete:

- Employment Plan progress

Almost Complete:

- Develop capital equipment assessment and replacement plan
- Enter patient falls in national database and decrease falls
- Recruit, hire, and retain high quality clinical faculty
- Information Technology Projects: Implemented Cerner Connectivity HUB, CommonWell HIE, HIMSS 7 designation, Cerner Care Connect, Clairvia, Vizient
- Improve employee engagement through survey, focus groups, and campaign

In Progress:

- Strengthen leadership training
- Analyze span of control for managers
- Analyze graduate education programs for cost/benefit
- Establish academic partnerships to grow nursing research

Leverage Valuable Assets

Complete:

- Improve nursing performance using NDNQI
- Implement Cerner HealthIntent for population health
- Develop CCDPH report on Cook County lead poisoning
- Improve APORS program quality

Almost Complete:

- CCDPH Alignment Strategies: Implement WePLAN 2020; Leverage CCDPH in the focus on opioid epidemic.
- Leverage relevant sources for monitoring, quality, cost, utilization and patient outcomes
- Re-established CCHHS as sponsoring institution for Family Medicine residency program
- Establish nursing leadership academy for direct care managers

In Progress:

- Identify areas for formalized interdisciplinary services to address complex medical conditions
- Establish medical staff clinical effort agreements and mature Relative Value Unit model (RVU)

Overdue

- Establish innovation center
- Implement of Physician Practice Plan
- Develop public health collaborations through Health Impact Collaborative

Impact Social Determinants of Health

Complete:

- Implement Health Risk Assessments

Almost Complete:

- Establish Direct Access Plan
- Partner with CDPH to address health inequities
- Explore grant opportunities grants related to housing, food and opioid program
- Piloted providing housing to CountyCare members
- Leverage the Collaborative Research Unit to conduct research on gun violence
- Establish West Side CTC

In Progress:

- Establish program to address Adverse Childhood Experiences (ACEs)
- Expand “Food as Medicine” to additional community centers, expand WIC services at health centers
- Utilize CCDPH data and experience to address health inequities

Overdue

- Train staff to capture demographic information
- Partner with other organizations to address population health

Advocate for Patients

Complete

- Establish two community advisory boards
- Advocate for influenza vaccine requirement for healthcare workers

In Progress:

- Advocate for NHSC Repayment Program to allow participation by local governments
- Partner with CDPH to address health inequities
- Advocate for behavioral health funding and legislation
- Advocate for improved health care for the uninsured, including the justice-involved population
- CDPH review of lead intervention policy and PICH/Health Hotspot sustainability